92-05536/

CFB CORNWALLIS:
CANADA'S PEACEKEEPING TRAINING CENTRE

A BLUEPRINT FOR A PEACEKEEPING TRAINING CENTRE OF EXCELLENCE

Prepared for the
Province of Nova Scotia
by
Common Security Consultants
and
Stratman Consulting Inc.

March 1992

CFB CORNWALLIS: Canada's Peacekeeping Training Centre

The express purpose of the United Nations Charter is to spare future generations from the scourge of war...the dreams of the visionaries who created the United Nations can now be realized. But old ways die hard.

The Right Honourable Brian Mulroney
Prime Minister of Canada, February 1991

Are we to go from crisis to crisis improvising in haste? Or can we now pool our experience and our resources, so that the next time we, the governments and peoples whom the United Nations represents, will be ready and prepared to act.

The Right Honourable Lester B. Pearson
Prime Minister of Canada, April 1957

We believe the conditions now exist for the United Nations to fulfill completely the promise of its founders. A revitalized United Nations will have a central role in strengthening the international order. The UN's role in peacekeeping should be reinforced and we are prepared to support this strongly.

Leaders of the Group of Seven, July 1991

TABLE OF CONTENTS

Executive Summary i

Part I

The 1991 Proposal 1
The 1992 Peacekeeping Forecast: Unprecedented Demand 5
The Initial Response of the Department of National Defence 10

Part II

The Objective: A Peacekeeping Training Centre of Excellence 16
Participants 16
Annual Peacekeeping Training Activities 19
Curriculum 22
The Organizational Structure 25
Training Centre Requirements: Personnel and Infrastructure 27
The Location 34
Conclusion 39

Annexes

Annex A: General Peacekeeping Training Programme 41
Annex B: Officer Peacekeeping Training Programme 45
Annex C: Other Rank Peacekeeping Training Programme 49
Annex D: Mission Training Programme 51
Annex E: Civilian Peacekeeping Training Programme 54
Annex F: Areas of Instruction 60
Annex G: Overview of the Scandinavian Peacekeeping Training Programme and Training Centres 63

Executive Summary

In September 1991, the Honourable Donald Cameron, Premier of Nova Scotia, presented a proposal to the Right Honourable Brian Mulroney, Prime Minister of Canada for the establishment of a peacekeeping training centre at CFB Cornwallis. The proposal recommended that Cornwallis be double-tasked; while retaining a Canadian Forces Recruit School and Sea Cadet School, the base would also be assigned additional responsibility to train Canadian Forces as well as multinational forces and civilians for peacekeeping operations.

This report builds upon the 1991 proposal to establish a peacekeeping training centre at CFB Cornwallis. In developing this proposal more fully, this report:

- overviews the international demand for peacekeeping and peacekeeping training;
- documents the Canadian requirement for an institutionalized peacekeeping training centre;
- outlines the new centre's organizational structure, annual training activities, potential participants, and a curriculum of general and specialized training programmes for officers, other ranks, and civilians;
- establishes the personnel and infrastructure requirements of the proposed peacekeeping training centre at CFB Cornwallis; and

- demonstrates the advantages of CFB Cornwallis as the appropriate location for a Canadian and multinational peacekeeping training centre.

In essence, this report provides an initial blueprint to guide the development of a Canadian peacekeeping training Centre of Excellence at CFB Cornwallis. Consideration is accorded to preparing for the unprecedented number of new peacekeeping missions, the growing number of new troop contributors, and the expanding array of peacekeeping tasks. This report notes that in response to the international demand for well-trained peacekeepers, the United Nations General Assembly recently endorsed a resolution, co-sponsored by Canada, asking member states to consider establishing national and regional peacekeeping training centres.

The Department of National Defence has yet to assign this task to a Canadian training base. Although National Defence officials were advised that a Canadian peacekeeping training centre would be unnecessary, recent events and reports now appear to confirm the rationale presented in the 1991 proposal. Whereas Canadian Forces have extensive peacekeeping experience, their current training programme urgently needs to be modernized and institutionalized.

The establishment of a peacekeeping training centre at CFB Cornwallis can be undertaken as a phased development; initially as a Canadian training

centre and subsequently further developed into a multinational training centre.

The initial development of a Canadian peacekeeping training centre will not require a major capital investment. Canadian Forces have related instructional expertise and a well-established training base at Cornwallis. This base has the required facilities and sufficient space. A full range of support services are already in place. Staff for the new Officer, Other Rank, and Civilian Peacekeeping Training Programmes can be drawn from personnel currently assigned to Mobile Command, Training Systems, and the Directorate of Peacekeeping in National Defence Headquarters. The further development of this centre into a multinational peacekeeping training centre would also be feasible with some additional investment.

The total capital cost for the development of a multinational peacekeeping training centre at Cornwallis is an estimated $33 million. This expenditure would be incurred over several fiscal years.

Cornwallis, situated on the scenic Annapolis Basin, clearly provides an excellent geo-strategic location for a multinational peacekeeping training centre. Air and naval support for joint peacekeeping training as well as the staging of future operations could be provided by CFB Greenwood and CFB Halifax. Cornwallis is accessible by a limited-access all-weather highway; this accessibility could be enhanced by upgrading the nearby Digby airport.

Cornwallis is also within a bilingual area of considerable historic importance. Nearby Annapolis Royal is recognized as the birthplace of Canada. Support for the proposed training centre has been amply demonstrated in the surrounding community.

The establishment of a peacekeeping training centre at Cornwallis should be considered as a compatible and cost-efficient supplement to currently assigned recruit, sea-cadet, and reserve training programmes. The Scandinavian experience demonstrates that established military training bases can be successfully double-tasked as peacekeeping training centres.

This development is now seen to be a timely complement to Canadian foreign and defence policy. In addition to meeting international demand and a national defence requirement, the new training centre would secure vital regional socio-economic interests. A decision to develop North America's first peacekeeping training centre at CFB Cornwallis would address a perceived need and signify Canada's commitment to strengthening the United Nations and co-operative security. As a clear commitment to regional development and constructive internationalism, it would receive widespread popular and political support.

PART I

The 1991 Proposal

The Premier of Nova Scotia presented the proposal "CFB Cornwallis: Canada's Peacekeeping Training Centre" to the Prime Minister of Canada in September 1991. The proposal coincided with renewed hopes for a 'new world order' and the Government's announcement that Canadian Forces would be reduced to an overall strength of 76,000. It is apparent that some of the defence resources required by the Cold War can now be used in such a manner as to improve Canada's other defence priorities.

The Federal Government has acknowledged that one such priority will be the promotion of co-operative security through the United Nations and peacekeeping. Recognizing that changes to Canada's defence posture will be forthcoming, the Province of Nova Scotia is asking the Federal Government to consider assigning under-utilized training infrastructure at Cornwallis to peacekeeping training.

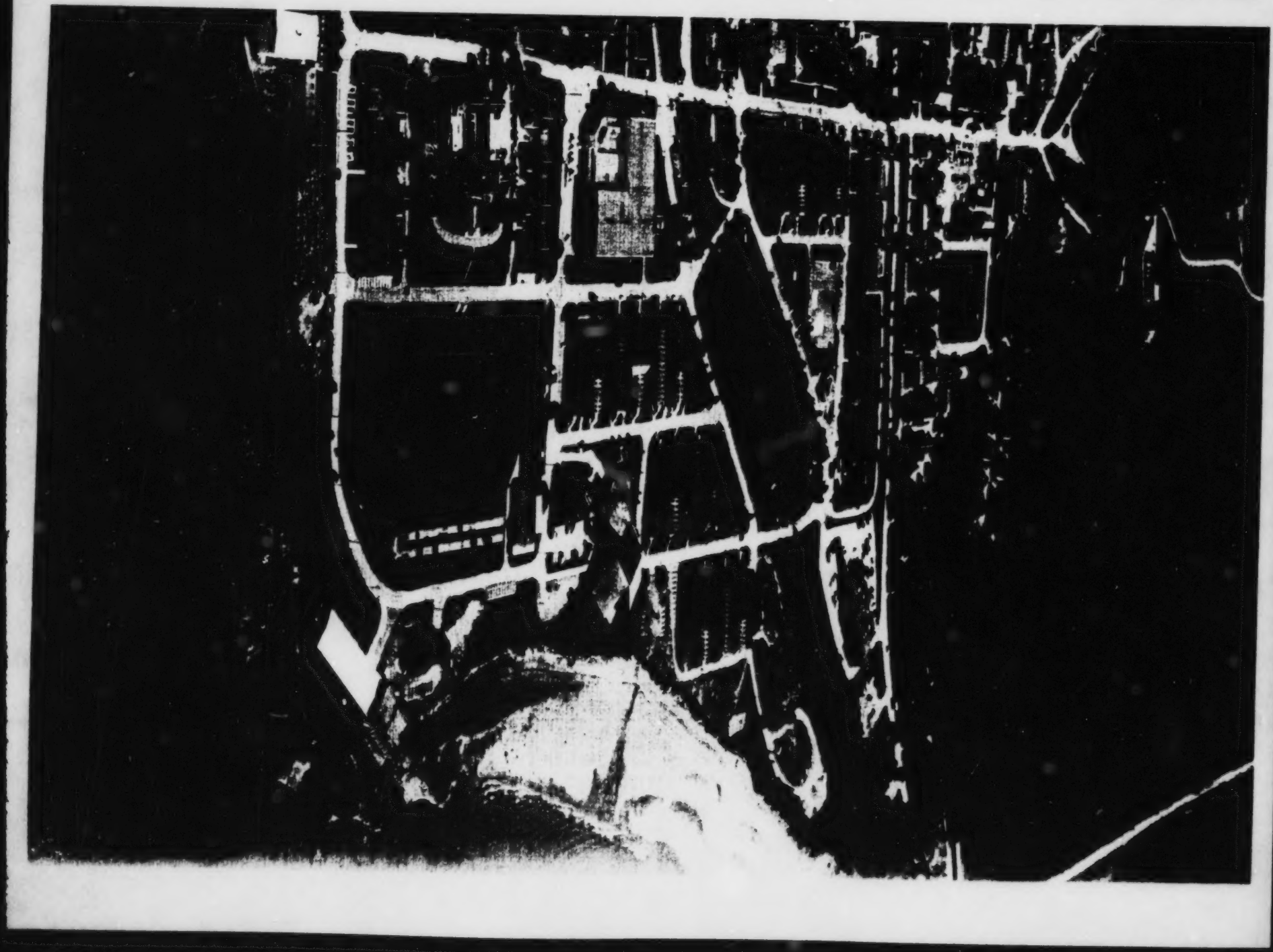
The 1991 proposal recommended that this base be double-tasked and assigned responsibility to train Canadian armed forces as well as multinational forces, diplomats, and civilians for future peacekeeping operations. An expanded peacekeeping training programme was suggested as a means of supplementing sea-cadet training, reserve training, and the traditional, albeit reduced, recruit training programme at CFB Cornwallis.

With the renaissance of the United Nations and peacekeeping, internationally recognized experts have urged that a higher priority be accorded to peacekeeping training and that Canada develop a peacekeeping training centre. Whereas Canadians have established a solid reputation for their long-standing commitment to peacekeeping, the proposal noted that the Department of National Defence has yet to develop an ongoing or institutionalized peacekeeping training programme. As the scope of recent UN operations has expanded to include diverse peacekeeping assignments and new tasks, the need for both general and specialized peacekeeping training has been widely recognized.

The objective of the proposed peacekeeping training centre is to facilitate the development of standardized training and operational procedures and to ensure that the necessary expertise and forces are readily available. It would also enhance the planning and safe management of future UN operations. It was noted, moreover, that there are successful precedents; six other countries have developed peacekeeping training centres.

The proposal suggested that the Federal Government now has a unique opportunity to consolidate Canadian Forces' hard-earned experience in peacekeeping and to institutionalize a modern peacekeeping training programme. Canada is well positioned to develop a multinational peacekeeping training centre; Canadian Forces have extensive peacekeeping experience, related instructional expertise, and an ideal facility.

Senior defence officials and experts acknowledge that the Cornwallis base has both the necessary space and infrastructure for a peacekeeping training centre. This base is virtually unique in already having facilities for this type of training. As a long-standing school for basic training, it includes an array of residences, administrative offices, training halls, drill areas, class rooms, and recreational centres. Amongst the advantages offered at this location are: close proximity to air force and naval bases thereby facilitating joint peacekeeping training in land, sea, and air environments; the potential for rapid deployment to operations in the Middle East, Central America, Africa, and Eastern Europe; easy access to a range of terrain; a bilingual region; and a community that welcomes the military presence. Aside from offering the cost-effective use of available resources at an established training centre, Cornwallis is located in a historic region widely recognized as the birthplace of Canada. [A photograph of CFB Cornwallis is overleaf.]



The 1992 Peacekeeping Forecast: Unprecedented Demand

Peacekeeping has rapidly emerged as a dominant Canadian defence activity of the 1990s. As the Minister of National Defence Marcel Masse recently noted, "Since 1988, when peacekeeping forces were awarded the Nobel Peace Prize, Canada has agreed to contribute to all 11 missions created by the UN—more than double the number undertaken in the previous 20 years." In the six-month period following the presentation of the proposal, Canadian Armed Forces personnel were deployed to new missions in Yugoslavia (UNPROFOR), Cambodia (UNAMIC), El Salvador (ONUSAL), and the Western Sahara (MINURSO). In addition to the several thousand Canadians required to maintain these new operations, the Government has a commitment to rotate personnel into seven other ongoing UN operations: UNFICYP, UNTSO, UNDOF, UNAVEM, UNIKOM, ONUCA, and UNGOMAP. There are also expectations that Canadian peacekeepers will be required in future operations now being considered for Somalia and Nagorno-Karabakh. [A map of UN Peacekeeping Operations is on page 13.]

Canada can anticipate considerable demand for numerous, well-trained peacekeepers. Recent UN operations have entailed diverse assignments in election-monitoring, policing, civil administration, and disaster relief. The expanding scope of peacekeeping has also bolstered the demand for new capabilities and improved training.

In June 1991, the unprecedented international demand for peacekeepers and new peacekeeping skills prompted the United Nations Special Committee on Peacekeeping to encourage member states to develop regional and national peacekeeping training centres. Canada was one of six countries on this UN Special Committee which submitted follow-up recommendations to the General Assembly in October encouraging:

- Member States with national or regional training programmes to provide access to those programmes, as appropriate, to other interested Member States;
- All Member States conducting training in peacekeeping to include cross-cultural education in existing training programmes;
- Studies on the possible applications of high technology to peacekeeping operations, where it would enhance their efficiency;
- All Member States to organize their own national training programmes and consider the establishment of regional and national training centres, and [urges] all Member States to promote co-operation between them.

These recommendations were recently adopted by the UN General Assembly.

In December, the Canadian government officially reaffirmed its support for measures to improve UN peacekeeping capabilities. The 1991-92 update of Canada's Foreign Policy Themes and Priorities stated that to strengthen co-operative security, Canada would adapt peacekeeping operations to take on broader roles. To strengthen multilateralism, two Canadian objectives would be to "build up the UN's peacemaking and peacekeeping capability" and to

"enhance the UN's capability to undertake preventive or anticipatory action to maintain peace and security". As this paper acknowledged, "the extent to which we are sensitive to changing needs and responsive to these pressures will have an impact on Canada's international image or on our capacity to wield (and to be seen to be wielding) influence in an extremely volatile period of history."

A wide range of related events and declarations over the past six months appear to confirm the initial rationale presented in the proposal "CFB Cornwallis: Canada's Peacekeeping Training Centre". Peacekeeping training has since been identified as a 'growth industry'.

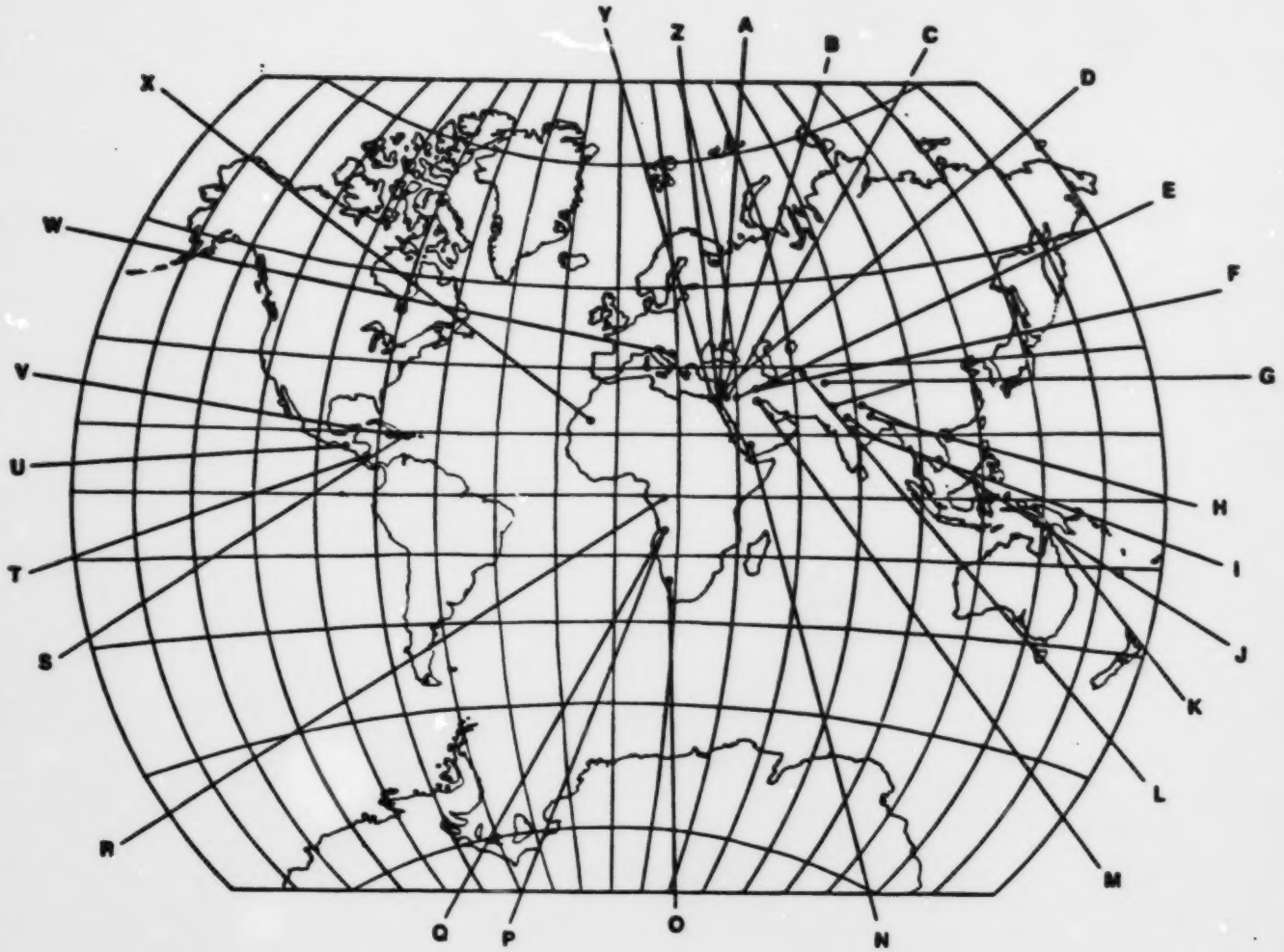
Recent issues of Canadian Defence Quarterly carried articles arguing that DND should accord greater emphasis to peacekeeping. Canadian defence journals Esprit de Corps and Forum also published pieces supporting the development of a peacekeeping training college or centre.

Prominent Canadian defence analysts have responded favourably to the proposal in a number of fora and newspaper articles: Gwynne Dyer, Dan Middlemiss, and Alex Morrison are among those who have supported the training requirement as well as the Cornwallis location. These follow other endorsements from internationally recognized authorities and those with experience commanding UN operations. General Indar Rikhye of India, General Martin Vadset of Norway, General Emmanuel Erskine of Ghana, and

Sir Brian Urquhart, a former UN Under-Secretary General, conveyed their belief that a Canadian peacekeeping training centre would be an asset to Canada, the United Nations, and the international community. Many noted, moreover, that Canada has the experience and the necessary resources, as well as an obligation, to share these with other UN contributors.

A Canadian peacekeeping training centre will likely be established in the near future. The Department of National Defence has yet to assign this task to a Canadian base.

UNITED NATIONS
PEACEKEEPING OPERATIONS



*United Nations peacekeeping operations that have commenced since 1988.

A. UNFICYP
B. UNOGIL
C. UNTSO
D. UNIFIL
E. UNDOF
F. UNIIMOG*
G. UNGOMAP*
H. UNIMOGIP
I. UNIPOM
J. UNTAC*
K. UNSF
L. OSGAP*
M. UNIKOM
N. UNYOM
O. UNTAG*
P. UNAVEM*
Q. UNAVEM II*
R. ONUC
S. DOMREP
T. ONUCA*
U. ONUVEH*
V. ONUSAL*
W. UNPROFOR
X. MINURSO*
Y. UNEF II
Z. UNEF I

The Initial Response of the Department of National Defence

To date, Canadian defence officials have provided a mixed response to the proposed development of a peacekeeping training centre at CFB Cornwallis. Both the Minister of National Defence, the Honourable Marcel Masse, and the Associate Minister, the Honourable Mary Collins, were advised that additional peacekeeping training is unnecessary. Recent correspondence from the Associate Defence Minister notes that DND officials:

> ...have recommended that specific peacekeeping training, other than the usual pre-deployment briefings and preparations undertaken now, would not add to the effectiveness of the Canadian Forces as peacekeepers. In their opinion, the present standard of military training prepares our troops to meet all of the possible commitments they may be obliged to meet including peacekeeping operations.

It is evident that sectors within DND are strongly opposed to the 1991 proposal. The long-standing official position within DND is that the Canadian Forces are military professionals and as such, do not require specific training for peacekeeping. The December 1991 response of the Deputy Chief of Defence Staff to a citizen's inquiry confirms the continued adherence to this position. As he writes:

> The department has previously investigated the proposal to create a Peacekeeping Training Centre and has determined that the requirement for such a facility does not exist. The present system for training Canadian Forces members for peacekeeping duties is totally satisfactory for our international contributions.

CFB CORNWALLIS: Canada's Peacekeeping Training Centre

United Nations Peacekeeping Operations

A. UNFICYP—United Nations Peacekeeping Force in Cyprus
B. UNOGIL—United Nations Observer Group in Lebanon
C. UNTSO—United Nations Truce Supervision Organization
D. UNIFIL—United Nations Interim Force in Lebanon
E. UNDOF—United Nations Disengagement Observer Force
F. UNIIMOG—United Nations Iran-Iraq Military Observer Group
G. UNGOMAP—UN Good Offices Mission in Afghanistan and Pakistan
H. UNMOGIP—UN Military Observer Group in India and Pakistan
I. UNIPOM—United Nations India-Pakistan Observation Mission
J. UNTAC—United Nations Transitional Authority in Cambodia
K. UNSF—UN Security Force in West New Guinea (West Irian)
L. OSGAP—United Nations Good Offices Mission in Afghanistan and Pakistan
M. UNIKOM—United Nations Iraq-Kuwait Observer Mission
N. UNYOM—United Nations Yemen Observation Mission
O. UNTAG—United Nations Transition Assistance Group in Namibia
P. UNAVEM—United Nations Angola Verification Mission
Q. UNAVEM II—Second United Nations Angola Verification Mission
R. ONUC—United Nations Operation in the Congo
S. DOMREP—Representative of the Secretary General in the Dominican Republic
T. ONUCA—United Nations Observer Group in Central America
U. ONUVEH—United Nations Observer Group for the Verification of Elections Haiti
V. ONUSAL—United Nations Observer Mission in El Salvador
W. UNPROFOR—United Nations Protection Force (Yugoslavia & Croatia)
X. MINURSO—United Nations Mission for the Referendum in Western Sahara
Y. UNEF II—Second United Nations Emergency Force
Z. UNEF I—First United Nations Emergency Force

Senior defence officials acknowledge, however, that DND is in the midst of conducting a major review of the current peacekeeping training programme. Reports from Commanders of Canadian peacekeeping contingents have also documented problems arising as a result of inadequate preparation and training. In certain UN operations, foreign contingents, from countries with considerably less peacekeeping experience, were assessed as superior to Canadian peacekeepers.

Moreover, several DND studies confirm the need for a more extensive peacekeeping training programme and a training centre. One 1991 study prepared by the Special Peacekeeping Advisor to the Deputy Chief of Defence Staff acknowledged that "the training of our personnel selected for UN operations is not well managed as a CF-wide task. Most training activities are ad hoc and, with a few exceptions, occur only due to the initiative of field commanders."

The list of specific concerns cited in this DND study include:

- the lack of attention accorded to peacekeeping operations in Canadian Forces Staff Colleges;
- the requirement that our officer corps, as a whole, be better educated in geo-politics, Canada's global concerns, and possible UN or other multinational commitments;
- the lack of training packages for long-standing missions;
- the requirement for specialized peacekeeping training;

- the requirement to educate officers designated to fill UN military observer or UN staff positions in mission-specific and administrative topics;
- the need, in training, to stress development of friendly and co-operative relationships so as to counter the perception that Canadian contingents are self-indulgent and insensitive to the feelings, customs, and requirements of others.

Another 1991 DND study prepared by the Director of Peacekeeping Operations acknowledged that:

- the comparison of Canadian training (for UN duties) with that of other countries is not always favourable for Canada;
- another internal review had reported that Canadian training for UN duties "must be institutionalized"; and
- "It is apparent to many who have served with a peacekeeping mission that some Canadian officers arrive for their mission unprepared mentally to accept the methods and idiosyncracies of other systems/nations. Canadians are known as complainers, with an attitude of superiority based in part on a lack of knowledge."

This study recommended that an additional one-week peacekeeping training programme for officers be assigned to a base in relatively close proximity to Ottawa and National Defence Headquarters. While the curriculum recommended represents some improvement on the current training

programme, it would be, at best, a 'band-aid' measure. A week of hasty briefings on a wide range of topics would provide only a superficial knowledge of peacekeeping. It would not prepare a professional and would be simply insufficient for international assignments that are at times demanding and, on occasion, deadly.

Senior Canadian officers and UN veterans have called for a formalized peacekeeping training programme and training centre since the early 1980s. Amongst the list of concerns frequently cited are:

- the lack of specialized training in areas such as conflict analysis and conflict resolution. While it has been recognized that problems in the field should, where possible, be quickly resolved prior to escalation, little if any attention has been accorded to providing officers and other ranks with mediation and negotiating skills.
- the numerous occasions when Canadian personnel have been deployed to peacekeeping assignments without adequate information on the mission area, the conflict or their responsibilities as part of a UN force.
- assignment briefings and debriefings have been frequently overlooked, thus diminishing the potential store of 'lessons learned'.
- the shortcomings in the current selection and review process. Attention should be accorded to determining those officers and other ranks appropriate for UN service.
- the risk of 'falling behind' those countries that provide peacekeeping contingents with general and specialized training programmes. While

emphasizing professional combat skills and a high level of proficiency in the related areas of communications and logistics, DND has failed to consolidate the expertise derived from experience in nearly every peacekeeping operation to date. The current emphasis in preparing Canadian personnel for UN service is on providing administrative guidelines and a basic acquaintance with the mission. Conversely, countries such as Austria, Sweden, Finland, and Denmark are noted for having institutionalized serious peacekeeping training programmes at established training centres. [An overview of the Scandinavian Peacekeeping Training Programme and Training Centres is in Annex G.]

A number of analysts warn that DND's current approach threatens to jeopardize the Canadian Forces' hard-earned reputation in this field. It appears that the reputation now survives on Canada's commitment to provide personnel, less on the preparation or quality of personnel provided.

Training is a strong determinant of performance. Consideration must be accorded to developing a higher peacekeeping training standard. The Canadian Forces Staff College provides some guidance identifying the following four levels of learning: acquaintance; familiarity; understanding; and ability. The emphasis in peacekeeping training must now shift away from providing a hasty acquaintance

with the task towards a programme that ensures personnel of a professional understanding and ability. As the Minister of National Defence, Marcel Masse, recently noted:

> ...junior officers and non-commissioned officers, operating in unfamiliar and sometimes dangerous environments, must cope with situations in which their decisions or actions could have serious political consequences.... In the future, the increasing complexity and variety of peacekeeping operations will require troops even better prepared and more versatile than those of today. Missions to come will very likely include high-intensity operations demanding even more extensive military training.

Part II of this report outlines the development, organization, and requirements of a Canadian Peacekeeping Training Centre of Excellence at CFB Cornwallis.

PART II

The Objective: A Peacekeeping Training Centre of Excellence

The objective of a Canadian peacekeeping training centre must be to provide participants with excellent preparation for their service in UN operations. Trainees should be well-informed and equipped with appropriate skills before being deployed to a specific mission. A Centre of Excellence drawing upon the breadth of Canadian experience and related expertise would instill both confidence and ability—the professionalism required of UN peacekeepers. Aside from ensuring the availability of highly qualified personnel, the new centre's tasks would include the planning and safe management of future operations and the development of internationally accepted standard operating procedures for UN peacekeeping. A Centre of Excellence provides the best opportunity to consolidate and share those Canadian resources which contribute to the maintenance of international peace and security.

Participants

A Canadian peacekeeping training centre should be designed to serve the training requirements of the armed forces and civilian agencies. Distinct courses of instruction will be required for officers as well as for other ranks and civilians who are to serve in UN operations. Consideration should also be accorded to facilitating foreign participation and attracting international clients.

Military Participants:

There are expectations that Canada will shortly commit approximately 3,000 Canadian Forces personnel to eleven UN peacekeeping operations. The Federal Government has agreed to provide large peacekeeping contingents to new operations in the Western Sahara (MINURSO), Cambodia (UNTAC), and Yugoslavia (UNPROFOR). As personnel are rotated on a six-month basis, the Canadian Forces may be asked to provide up to 6,000 peacekeepers annually. In the 1990s a comprehensive peacekeeping training programme must become a prerequisite for all Canadian Forces personnel assigned to UN contingents.

Civilian Participants:

Whereas many early peacekeeping operations consisted largely of military personnel, recent missions have been characterized by an increase in civilian participation. In the near future, Canadian civilians will serve as peacekeepers in operations in the Western Sahara, El Salvador, and Cambodia.

While individuals with a required expertise can often be drawn from Canadian organizations such as the RCMP and Elections Canada, a civilian peacekeeping training programme would help to ensure they possessed the necessary skills and were adequately prepared for a UN mission.

Foreign Participants:

The international community has expressed an interest in the development of national and regional peacekeeping training centres—preferably centres that facilitate co-operation between UN member states. Internationally recognized peacekeeping experts have stressed the importance of a Canadian training centre that is capable of accommodating foreign military and civilian participants.

Experts anticipate considerable international demand for a Canadian peacekeeping training centre. Since 1988, the number of countries willing to contribute troops to UN operations has more than doubled (from 23 nations in 1988 to 58 in 1992). Many of these countries have yet to develop the experience and skills required in peacekeeping.

Yet it should be recognized that the extent to which a Canadian training centre attracts foreign interest will likely be determined by initial evaluations of the training programme. An important step in this respect will be to overcome the international perception that the Canadian Forces are not interested in peacekeeping training. Canada's training programme must be seen to be of the highest calibre and useful to other nations.

Annual Peacekeeping Training Activities

The annual activities projected for the Cornwallis peacekeeping training centre would revolve around a number of general and specialized training programmes:

a) 2 Officer Training Programmes
   -eight week duration
   -approximately 50 officers per course

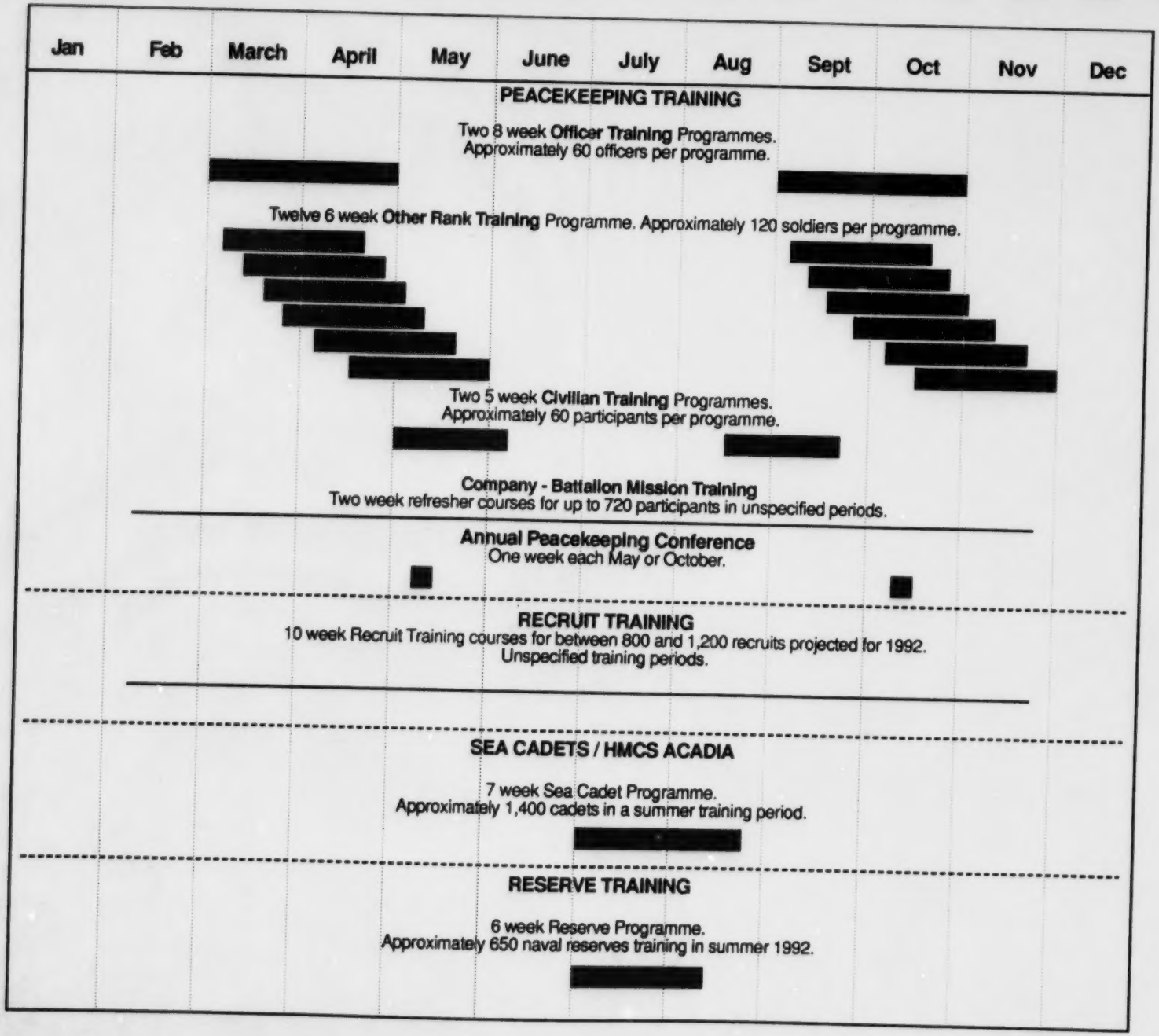
b 12 Other Rank Training Programmes
   -six week duration
   -approximately 120 participants per course

c) 2 Civilian Training Programmes
   -five week duration
   -approximately 50 participants per course

d) 2-4 Mission Training Programmes
   -two week duration
   -up to a battalion (720) per course

Aside from the course work and instruction associated with each training programme, additional activity can be anticipated in areas such as training exercises and simulations, exchange programmes with foreign participants and visiting lecturers, and the research projects of the training centre staff. In conjunction with the operation of a Peacekeeping Training Centre at Cornwallis, high-level seminars and international peacekeeping conferences can also be accommodated at the nearby Digby Pines.

An annual scheduling plan for the various training programmes is depicted in the chart on page 21. The chart also indicates the other ongoing training activities currently assigned to CFB Cornwallis.


Jan
Feb
March
April
May
June
July
Aug
Sept
Oct
Nov
Dec
PEACEKEEPING TRAINING
Two 8 week Officer Training Programmes.
Approximately 60 officers per programme.
Twelve 6 week Other Rank Training Programme. Approximately 120 soldiers per programme.
Two 5 week Civilian Training Programmes.
Approximately 60 participants per programme.
Company - Battalion Mission Training
Two week refresher courses for up to 720 participants in unspecified periods.
Annual Peacekeeping Conference
One week each May or October.
RECRUIT TRAINING
10 week Recruit Training courses for between 800 and 1,200 recruits projected for 1992.
Unspecified training periods.
SEA CADETS / HMCS ACADIA
7 week Sea Cadet Programme.
Approximately 1,400 cadets in a summer training period.
RESERVE TRAINING
6 week Reserve Programme.
Approximately 650 naval reserves training in summer 1992.

Curriculum

The training programme for all ranks and civilians should generally consist of: information concerning the United Nations and peacekeeping operations; political and security considerations; information on the responsibilities and tasks of a UN peacekeeper; briefings on the conditions under which UN service is performed; and training for the role likely to be assigned.

An emphasis in each programme must be accorded to: the lessons learned from previous operations; the techniques and requirements of current operations; survival and first-aid training; and the development of conflict resolution skills in mediation and negotiation. Consideration will also have to be accorded to: how positive peacekeeping attitudes and relations are developed; how participants adapt to their new assignment and status as a member of a multinational UN force; how they are expected to interact with fellow peacekeepers from foreign contingents; and how to respect the customs and habits of the local population. [A general training programme for all ranks is outlined in Annex A.]

With this general foundation, it is possible to address the more specific mission requirements or special training requirements of the United Nations and the Department of National Defence.

For example, the advanced Officer Training Programme would require more detailed attention to topics such as the United Nations system, UN command and control procedures, mission planning, administration, and logistics. After the first six weeks of the officer programme, trainees could be directed to courses specifically designed to prepare Military Observers or UN Staff Officers. [An Officer Training Programme is outlined in Annex B.]

In the shorter training programme for Other Ranks, a higher priority can be accorded to topics such as fieldcraft and basic peacekeeping techniques. All trainees should be familiar with the daily routines of patrolling a UN buffer zone and manning an observation post or checkpoint. The curriculum will include courses in UN communications, area supervision, and minefield clearance. [An Other Rank Training Programme is outlined in Annex C.]

The two-week Mission Training Programme should provide: up-to-date intelligence briefings on the peacekeeping environment; information pertaining to the political, socio-economic, and cultural factors underlying the conflict; knowledge of security, climatic and topographical conditions in the area; basic language skills; a thorough review of peacekeeping responsibilities; and training and practice in assigned tasks. [A Mission Training Programme is outlined in Annex D.]

The Civilian Programme will place a heavier emphasis on developing the specialized skills necessary for UN service. Short training programmes can

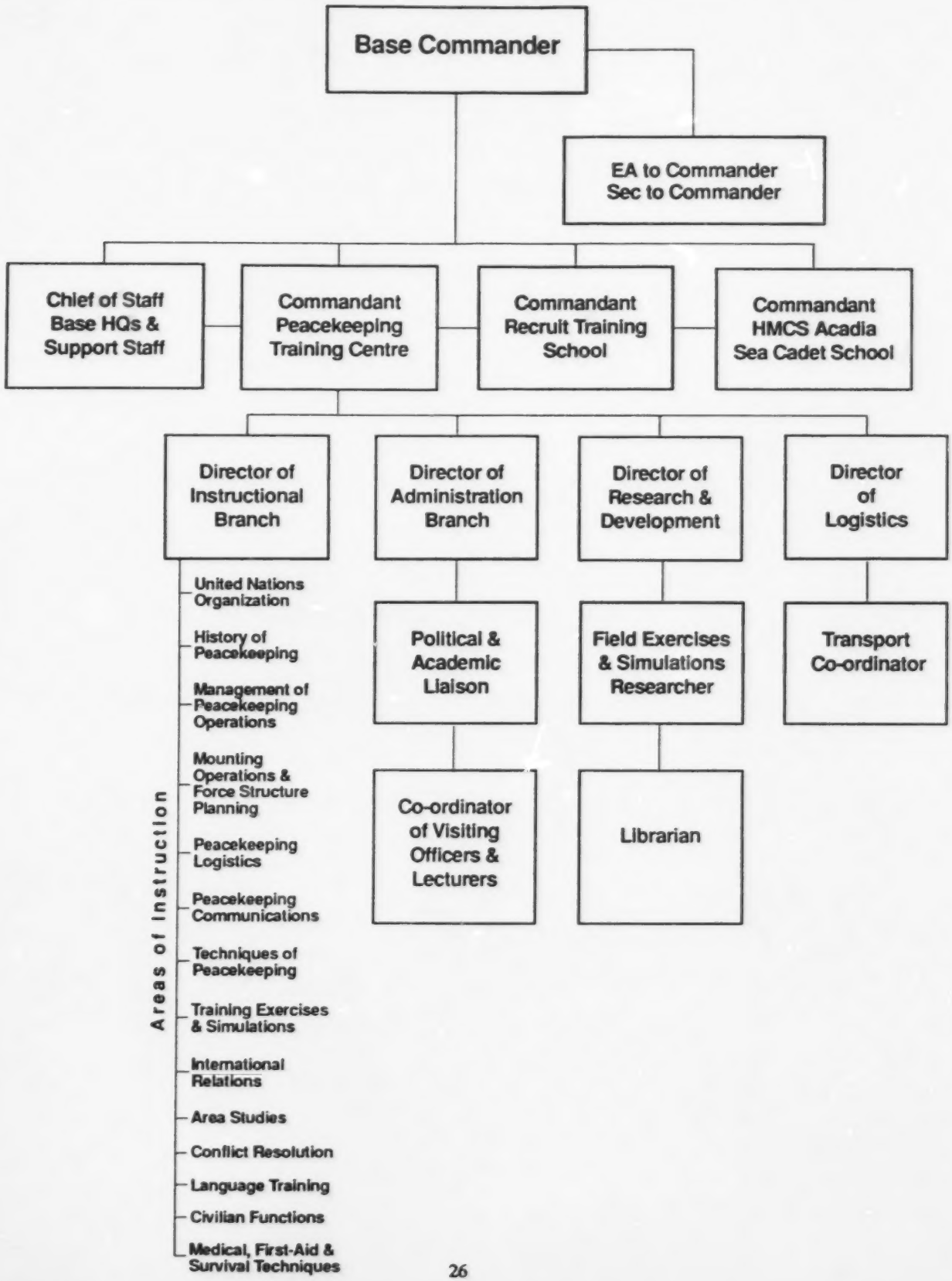
be prepared for those participating in operations involving tasks such as election-monitoring, policing, and disaster relief. Basic courses in survival training, communications, and first-aid are recommended. [A Civilian Training Programme is outlined in Annex E.]

The length of each training programme was determined by estimating the time required to teach the requisite topics and sub-topics, as well as the time needed to conduct simulation and field exercises. An annual independent needs-analysis would help to guide both the training programme and the development of the training centre.

The Organizational Structure

A new peacekeeping training centre would comprise the third training 'school' assigned to CFB Cornwallis. Responsibility for the day-to-day administrative support of this centre could be delegated to Canadian Forces Training System. The Base Commander of CFB Cornwallis can provide appropriate facilities and support staff to the new centre. Operational control of the peacekeeping training centre would likely rest with Force Mobile Command and the Commander of Land Forces Atlantic Area. The overall development of this training centre will require the co-operation of the Directorate of Peacekeeping in National Defence Headquarters. To ensure air and naval support in future inter-service peacekeeping training exercises, a co-operative relationship should also be established with liaison officers in Maritime Command and Air Command. [An organizational structure for the new training centre is outlined on page 26.]

Proposed Organization of Peacekeeping Training Centre



Training Centre Requirements: Personnel and Infrastructure

Personnel:

The organizational structure provides a guide to the personnel requirements of the new training centre. In addition to the Commandant of the centre, there will be a need for a Director of the Instructional Branch; a Director of the Administrative Branch; a Director of Research and Development; and a Director of Logistics. These five positions would be best assigned to officers at the rank of Major and Lieutenant-Colonel. Although the directors may be tasked with teaching responsibilities, there will be a requirement for 8-10 additional instructors or lecturers. These personnel can be drawn from officers with considerable experience in peacekeeping, from the current Directorate of Peacekeeping, from Training Systems, and from several universities with related expertise. [The Areas of Instruction at the proposed Peacekeeping Training Centre are outlined in Annex F.] The new centre will also need an administrative staff, several technicians, and a librarian.

At this time, Cornwallis has sufficient personnel in its support staff to maintain the new training centre. For example, there is a base administrative staff, an engineering department, a transport department, a fire department, a full range of hospital and dental staff and sufficient base equipment and stores personnel, cooks, and mess workers.

In sum, the peacekeeping training centre will require approximately five directors, twelve instructors, and fifteen administrators/technicians. As the majority of these individuals will be from within the Canadian Forces, the new centre is unlikely to entail a major investment in new personnel.

Infrastructure:

A Canadian peacekeeping training centre would require the following facilities: an administration building and operations centre; barrack space and mess facilities capable of accommodating approximately 1,000 trainees; permanent married quarters for staff officers and faculty; a dozen class rooms and several audio-visual rooms or small theatres; a library, resource centre, and language laboratory; and health and recreational facilities.

As a currently under-utilized training base, CFB Cornwallis has sufficient barrack space and mess facilities to accommodate the proposed peacekeeping training centre. Renovations were recently completed on several large blocks of junior and senior rank quarters. Aside from a capacity to host over 1,000 peacekeeping trainees, this base has approximately 100 officer suites available for training centre staff and visiting officers. The Cornwallis Base Development Book lists the life expectancy on most of the required facilities as between the years 2010 and 2015.

A number of class rooms, seminar rooms, and two theatres are available for instructional purposes. There is also adequate drill and storage space in a

number of large halls and hangars. These facilities could be used to stage and prepare future operations.

A full range of health and hygiene services are provided at the base hospital. Among the available recreational facilities are: three olympic-size swimming pools; two baseball fields; three soccer fields; three tennis courts; a large gymnasium; a curling rink; a hockey rink; a bowling alley; and two recreation centres, one with a five-hundred-seat theatre.

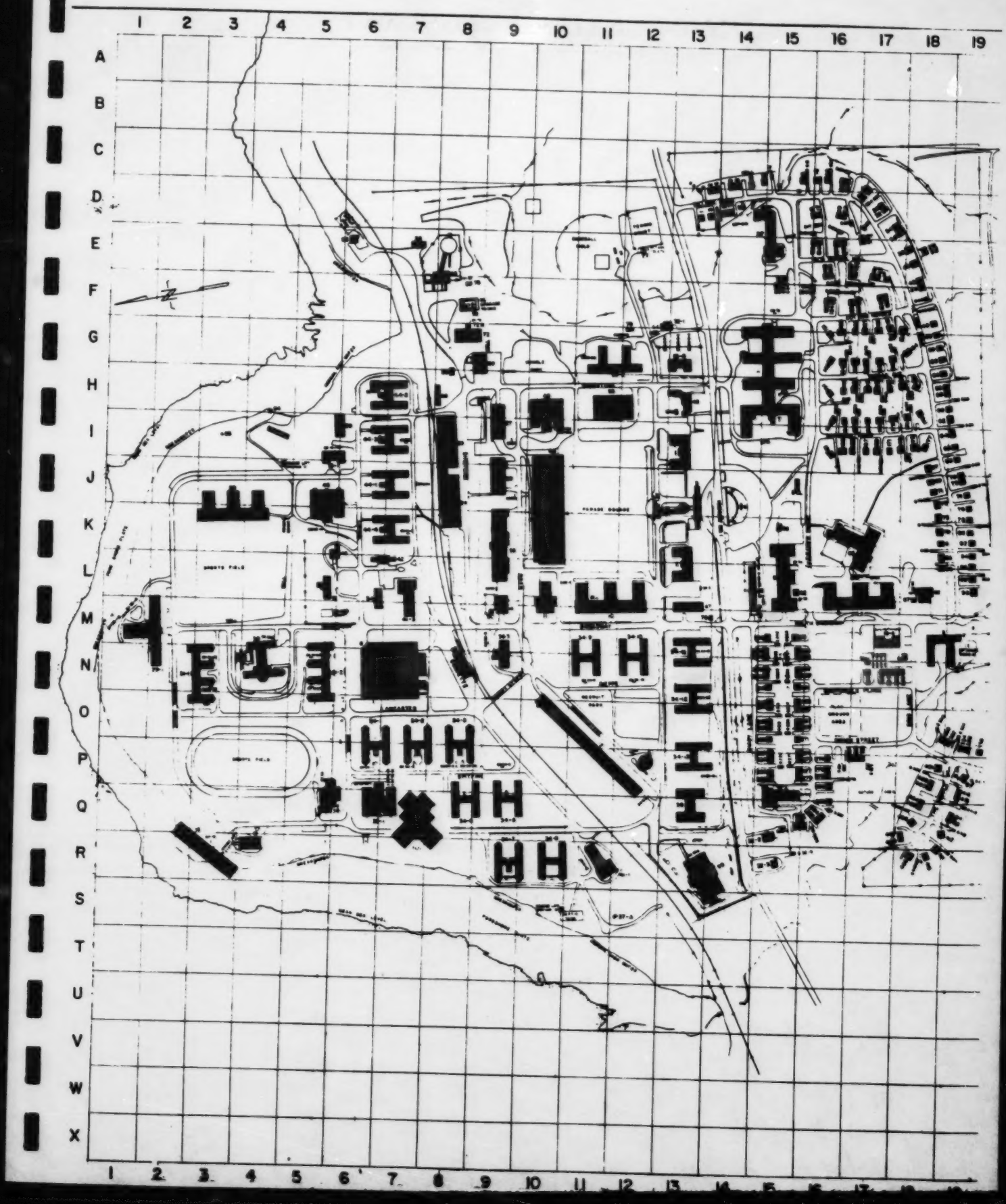
Two obstacle courses and a small-arms firing range are located on the 650-acre base. An additional firing range on a 3,000 acre site is located within fifteen kilometres at Granville Ferry.

The development of a peacekeeping training centre at Cornwallis would require a modest capital outlay incurred over a period of years. Minimal capital cost would be needed to commence operations at the proposed centre. Only with the further development of a multinational training centre at the base would additional capital expenditure be required.

The proposed Canadian peacekeeping training centre could operate at Cornwallis prior to the development of any new facilities. Although renovations may be required on several buildings, this training centre could be in operation within six months. With the Department of National Defence projecting up to an eighty per cent reduction in tri-service recruit training

over the next three years, much of the north-west half of this base could be immediately assigned to the new training centre. Among the specific Cornwallis facilities that could now be assigned to the peacekeeping training centre are:

- two wings of Academic Building no 1 (Korea Hall) #10
- officer's quarters #31-1
- junior and senior ranks quarters #31-2
- barrack blocks #s: 34-1, 34-2, 34-3, 34-5, 34-6, 34-7, 34-8
- block 34-9 (as faculty offices)
- block 34-10 (as administrative offices)
- drill hangar #95


1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19
A B C D E F G H I J K L M N O P Q R S T U V W X
1 2 3 4 5 6 7 8 9 10 11 12 13

The further development of a multinational training centre will entail additional requirements and expense. In the event of a Federal Government decision to host foreign armed forces, diplomats, and civilians at Cornwallis, the following projects would merit consideration:

- a peacekeeping training centre administration building and operations centre (approximately $6 million)
- a new library and peacekeeping resource centre (approximately $2 million)
- permanent married quarters for twenty staff officers and faculty members (approximately $1.5 million)
- renovation of the existing base hospital (approximately $6 million)
- renovation of eight H-block barracks up to the accommodation standard required for other ranks (approximately $6 million)
- proceeding with the planned development of a new firehall (approximately $1 million)
- proceeding with the planned development of a new gymnasium (approximately $10 million)

The painting and refurbishing of other buildings on this base has been projected to require approximately $150,000. An additional $75,000 would be required for landscaping. In sum, the additional capital cost of developing a Canadian and multinational peacekeeping training centre at Cornwallis would be an estimated $33 million, spent over a number of fiscal years.

It should be emphasized that the required capital budget is presented only as an approximation, since the total cost estimate is an amalgam of amounts for planned projects at the base, and of notional estimates for others. As previously noted, the development of this training centre should be guided by an independent needs-analysis.

The Location

CFB Cornwallis is situated in Southwestern Nova Scotia. Located on the shores of the Annapolis Basin, the base is approximately 15 kilometres east of Digby and 15 kilometres west of Annapolis Royal and Fort Anne. Military air transport is available within 80 kilometres at CFB Greenwood. The Halifax International Airport is approximately 225 kilometres to the east. Direct access to the Eastern United States is also available through the Yarmouth airport. This base is a fifteen minute drive from the ferry to St. John, New Brunswick. Cornwallis is also served by an all-weather, limited-access highway from Halifax.

The Cornwallis site offers a number of advantages:

- relative proximity to the airbase at CFB Greenwood and the naval base at CFB Halifax would facilitate tri-service peacekeeping training;
- the geo-strategic location offers rapid deployment to operations in the Middle East, Central America, Eastern Europe, and Africa;
- Dalhousie (Halifax), Acadia (Wolfeville), and Universite Ste. Anne (Churchpoint) could provide helpful resources and expertise;
- the base offers a semi-isolated training environment;
- there is a wide range of accessible terrain in the immediate area;
- the surrounding communities depend upon and support the military presence.

CFB CORNWALLIS: Canada's Peacekeeping Training Centre

CFB Cornwallis is the largest employer in the Western Annapolis Valley area of Nova Scotia and its presence is vital to the socio-economic security of the region. Peacekeeping training and exercises in the surrounding area would be welcomed.

Cornwallis also provides a very attractive setting for a multinational peacekeeping training centre. Aside from the scenic site, the surrounding area is of considerable historic importance. Canada's oldest settlement, the Habitation in Port Royal, is roughly 5 kilometres across the Annapolis Basin. Nearby Annapolis Royal is widely recognized as the birthplace of Canada. In the two-century struggle to establish control over North America, this town suffered seventeen sieges and changed hands on seven occasions.

Among the area's noted recreational attractions are: a nearby Provincial Theme Park and Wildlife Park; Kejimkujik National Park; the Annapolis Theatre, Historic Gardens, and farmer's market; the Digby scallop fleet; numerous historic sites; whale-watching and sea-bass fishing; and golf and tennis facilities. The nearby Digby Pines is widely regarded as an excellent resort and conference centre.

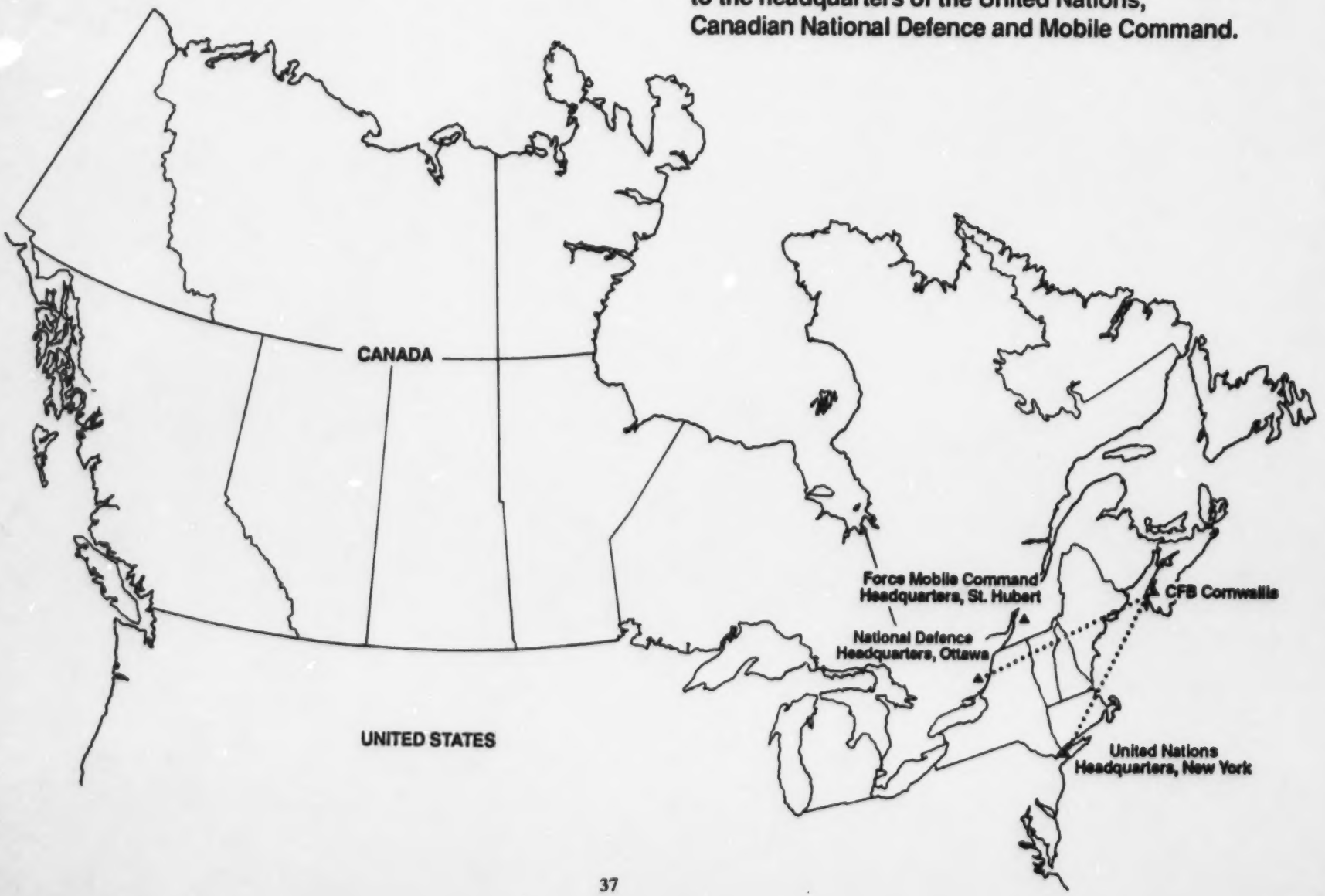
Some sources have suggested that a peacekeeping training centre will require additional land for field exercises and simulations. Of the 650 acres comprising the Cornwallis base, approximately 350 unused acres might be used for these training exercises. Additional land is also available in the

immediate region at a relatively low cost. Unlike areas such as Montreal, Toronto or Calgary, there are few, if any, pressures to free up Cornwallis' resources and land for commercial use.

Several defence officials have expressed a concern that this location is too far from both National Defence Headquarters in Ottawa and United Nations Headquarters in New York. They note that while the military has access to the area through CFB Greenwood, it can occasionally take civilians up to a day to travel to Cornwallis from Ottawa and New York. These reservations would likely be allayed if the province were to upgrade the Digby airport. This would ensure civilian carriers and heavy military air-transport access to within 20 kilometres of Cornwallis.

Overall, there are sound strategic, economic, and social grounds for establishing Canada's peacekeeping training centre at Cornwallis. Moreover, there is extensive provincial and community support for the proposed peacekeeping training centre.

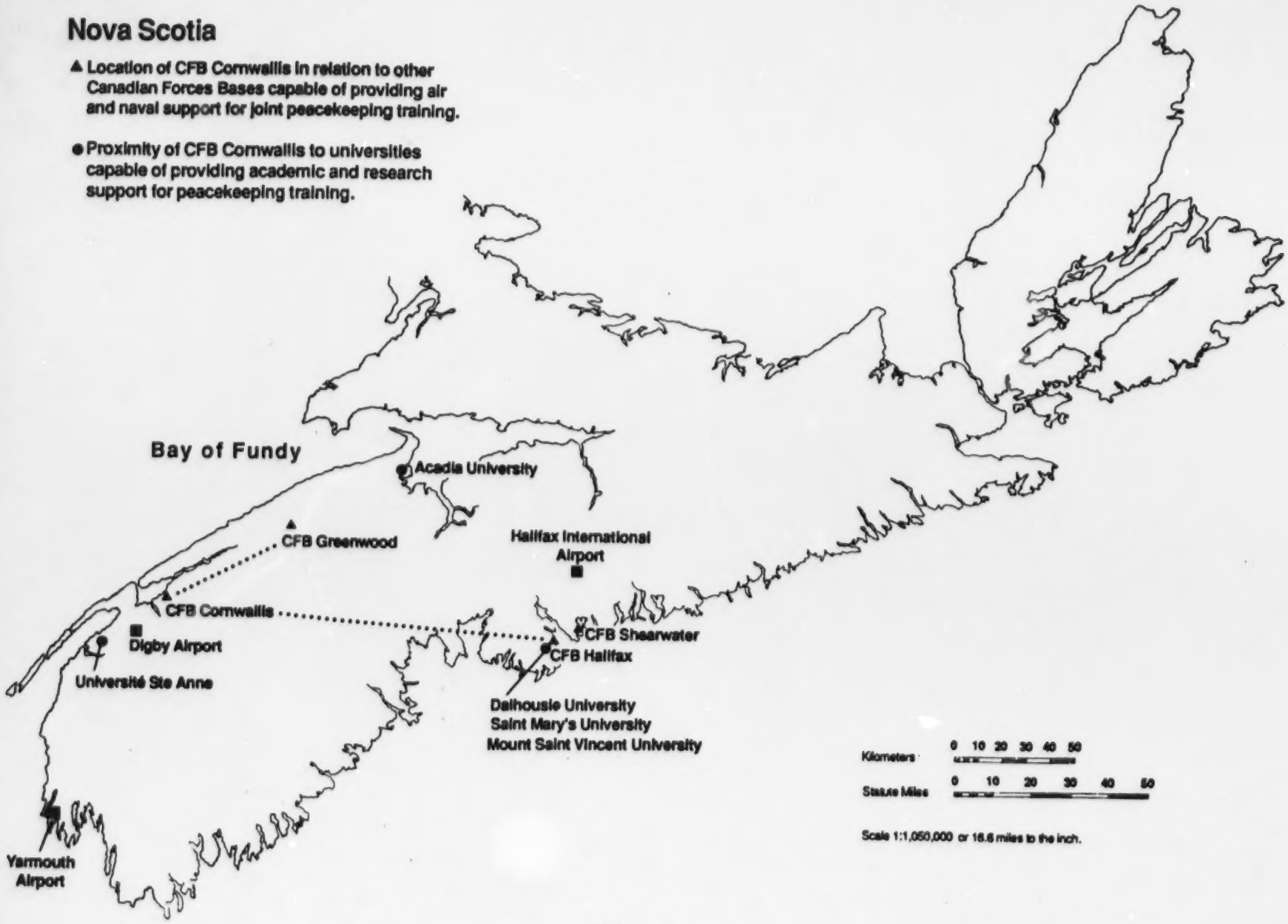
Location of CFB Cornwallis in relation
to the headquarters of the United Nations,
Canadian National Defence and Mobile Command.



Nova Scotia

▲ Location of CFB Cornwallis in relation to other Canadian Forces Bases capable of providing air and naval support for joint peacekeeping training.

● Proximity of CFB Cornwallis to universities capable of providing academic and research support for peacekeeping training.



Conclusion

The United Nations General Assembly has confirmed the international demand for peacekeepers and peacekeeping training centres. As United Nations Under-Secretary General, Michael Doo Kingue, writes, "...now is the opportune time to establish peacekeeping training centres as part of future collective security arrangements and regional co-operation."

Canada has expressed its commitment to strengthening co-operative security through the United Nations and peacekeeping. Although some defence officials initially advised that a Canadian peacekeeping training centre is unnecessary, recent events and reports confirm the rationale presented in the 1991 proposal, "CFB Cornwallis: Canada's Peacekeeping Training Centre". Whereas Canadian Forces have extensive peacekeeping experience, the current peacekeeping training programme urgently needs to be modernized and institutionalized.

CFB Cornwallis has been widely identified as an ideal location to host a Canadian peacekeeping training centre. This base has the required facilities and sufficient space. Its relative proximity to air and naval support at CFB Greenwood and CFB Halifax is conducive to joint peacekeeping training. In addition, this proximity provides the potential to stage future peacekeeping operations. A new peacekeeping training programme would be a compatible

and cost-efficient supplement to assigned recruit, sea-cadet, and reserve training programmes.

The proposed organizational structure, year plan, and curriculum do not represent definitive answers to Canadian and United Nations' peacekeeping training requirements. They do, however, represent an initial blueprint for a Peacekeeping Training Centre of Excellence at CFB Cornwallis.

In sum, it is apparent that the development of this training centre would complement Canadian foreign policy, defence policy, and economic policy. Aside from meeting international demand and a national defence requirement, this centre would secure vital regional socio-economic interests.

ANNEX A: General Peacekeeping Training Programme

(A four-week training programme for all ranks.)

TOPICS	SUB-TOPICS
Introduction to the United Nations	UN System UN Charter UN Security Decision-Making Co-operative Security International Law
Overview of UN Peacekeeping Activities	Peacekeeping Peacemaking Peacebuilding Enforcement Verification Observation Joint Operations Policing Election-Monitoring Humanitarian Assistance

Annex A continued...

TOPICS	SUB-TOPICS
Peacekeeping Studies	Major Developments Lessons Learned
Mission Security & Defence	Policies with Regard to the Use of Force Review of Emergency Procedures Use of Small Arms & Anti-Tank Weapons NBCD Review
Communications	UN Reporting Procedures Voice Communications Procedures Radio Operation & Maintenance
Transport	Operation & Maintenance of Four Wheel Drive Vehicles & Armoured Personnel Carriers Operations Involving Air & Helicopter Support

Annex A continued...

TOPICS	SUB-TOPICS
Co-operation with Related Agencies	Co-ordination of Military & Civilian Activities (i.e., UNCIVPOL, Red Cross, Red Crescent, UNHCR, UNDP, etc.)
Fieldcraft	Survival Techniques Map Reading Navigation Bivouacing Camp Kit Use & Maintenance of Field Equipment Preparation of Food Water Purification

Annex A continued...

TOPICS	SUB-TOPICS
UN Service: A Peacekeeper's Roles & Responsibilities	Peacekeeping Relations Conduct & Co-operation in the Field Impartiality & Neutrality Cultural Sensitivity Training Interacting in a Multinational Force
First-Aid	Preventive Medicine Emergency First-Aid CPR Triage Treatment of Wounds Hygiene Sanitation
Canadian Administration Guidelines	Support, Travel, Dependent & Medical Arrangements

ANNEX B: Officer Peacekeeping Training Programme

(A four-week training programme supplementing the General Training Programme.)

TOPICS	SUB-TOPICS
UN Command and Control Structures	UNHQ Secretariat Office for Special Political Affairs Field Operations Division Office of Programme Planning, Budget & Finance Force Secretariat Military Logistics Staff Observer Group HQ Mission HQ
UN Service: Officer Roles and Responsibilities	Military Force Commander Chief of Staff Battalion Commander Field Staff Officer Member of a Formed Group UN Military Observer

Annex B continued...

TOPICS	SUB-TOPICS
Current Peacekeeping Operations	UN Mandate Canadian Commitment Mission Update Intelligence Briefing Review of the Dispute & Parties to the Conflict
Mission & Area Studies	Assessment of Political, Social, Religious, Economic & Cultural Factors Review of Topographical, Climatic & Environmental Conditions
Potential Future Operations	Conflict Analysis Projected Scenarios & Requirements

Annex B continued...

TOPICS	SUB-TOPICS
Officer Responsibilities in the Field	Reporting Procedures Leadership Maintaining Morale Conduct Promoting Co-operation & Confidence-Building Tactical & Psychological Demands on a Battalion Conduct & Physical Fitness of Forces in the Field Impartiality Co-ordinating Relations Between UN Civilian Agencies & UN Forces Diplomacy Media Relations
Advanced Conflict Resolution	Mediation & Negotiation Techniques

Annex B continued...

TOPICS	SUB-TOPICS
Simulation Exercises	Planning, Deployment & Establishment of Hypothetical Operations
Research Project	Applied Studies & Assignments
Course Debriefing & Evaluation	

ANNEX C: Other Rank Peacekeeping Training Programme

(A two week training programme supplementing the General Training Programme.)

TOPICS	SUB-TOPICS
Applied Peacekeeping Tasks & Techniques	Patrolling including foot, vehicle, border & night patrol Methods of Reporting & Observation Establishing & Maintaining Buffer Zones Demilitarized Zones Mobile & Static Observation Posts Cease-fire Lines Demarcation Lines Construction of Road Blocks, Protective Shelters & Fortified Bunkers
Transport Control	Tactical Deployment Patterns Armoured Personnel Carriers

Annex C continued...

TOPICS	SUB-TOPICS
Field Exercises	Joint Operations including Armoured Personnel Carriers & Soft-Skin Vehicles Refresher Training with Support Weapons Distribution of Humanitarian Assistance Protection of Refugees Convoy Duties
Simulation Exercises	Managing Local Disputes Within a Buffer Zone Reporting on Breach of a Cease-fire
Course Debriefing & Evaluation	

Annex D: Mission Peacekeeping Training Programme

(A two-week refresher training and mission familiarization programme taken prior to deployment. The General Training Programme is a pre-requisite to Mission Training.)

TOPICS	SUB-TOPICS
Introduction to the Mission & Mandate	Mission Objectives & Organization Status of Forces Agreement UN Force Participants Contingent Assignment Command and Control Structure Standing Operational Procedures The Field Support System
Overview of the Conflict	Comprehensive Review of the Parties to the Dispute Overview of the Political, Social, Religious, Economic & Cultural Factors Underlying the Conflict
Environmental Assessment	Topographical & Climatological Conditions

Annex D continued...

TOPICS	SUB-TOPICS
Intelligence Briefing	Threat Assessment Common Problems in the Mission Area
Language Training	Daily
Physical Training	Daily
Equipment Preparation	Issue Kit Familiarization, Operation, Maintenance & Shipping of Required Equipment
UN & Canadian Regulations	Pay & Allowances Dependents Passports & Visas Insurance Vaccinations Medical & Dental Envelope

Annex D continued...

TOPICS	SUB-TOPICS
Unit, Company & Battalion Training in Assigned Tasks	Review & Practice of Communication, Transportation, Patrolling, Observation, Reporting & Security Procedures
Simulation Exercises	
Course Debriefing	

ANNEX E: Civilian Peacekeeping Training Programme

(A five-week mission training programme for civilians.)

TOPICS	SUB-TOPICS
Introduction to the United Nations	UN System UN Charter UN Security Decision-Making Co-operative Security International Law
Overview of UN Peacekeeping Activities	Peacekeeping Peacemaking Peacebuilding Enforcement Verification Observation Joint Operations

Annex E continued...

TOPICS	SUB-TOPICS
Overview of UN Peacekeeping Activities (continued...)	Policing Election-Monitoring Humanitarian Assistance Disaster Relief
Canada's Role in UN Peacekeeping	Overview of Past & Present Activities Canadian Policy & Criteria for Participation in Peacekeeping
Analysis of Civilian UN Peacekeeping Operations	ONUC, UNFICYP UNCIVPOL, UNGOMAP UNTEA/UNSF, UNTAG UNIKOM, ONUSAL
Introduction to the Mission & Mandate	Mission Objectives & Organization Participants Assignment Command and Control Structure The Field Support System

Annex E continued...

TOPICS	SUB-TOPICS
Area Studies & Environmental Assessment	Topographical & Climatological Conditions
Conflict Analysis	Review Parties to the Dispute Overview of the Political, Social, Religious, Economic & Cultural Factors Underlying the Conflict
Regional Security Considerations	Threat Assessment Common & Projected Problems in the Mission Area
Conflict Resolution	Mediation & Negotiation Skills
Civilian Specialist Training - Election Monitoring	Organization Control Special UN Guidelines Monitoring & Patrolling Observation & Reporting

Annex E continued...

TOPICS	SUB-TOPICS
Civilian Specialist Training - Humanitarian Assistance & Disaster Relief	Training can be provided for a wide range of tasks from Food & Medicine Dispensing to Well Drilling, Refugee Assistance, the Provision of Shelter, Emergency First-Aid & Search and Rescue Operations Psychological Conditioning Training in the Operation & Maintenance of Required Equipment
Communications	UN Reporting Procedures Voice Communications Procedures Radio Operation & Maintenance
Transport	Operation, Emergency Repair & Maintenance of Field Vehicles & Four Wheel Drive Vehicles

Annex E continued...

TOPICS	SUB-TOPICS
Co-operation with Related Agencies	Co-ordination of Civilian & Military Activities (i.e. UNCIVPOL, Red Cross, Red Crescent, UNHCR, UNDP, etc.)
Fieldcraft	Survival Techniques Map Reading Navigation Bivouacing Camp Kit Use & Maintenance of Field Equipment Preparation of Food Water Purification
Language Training	Daily

Annex E continued...

TOPICS	SUB-TOPICS
Regulations & Administration (UN & Canadian)	Support Pay & Allowances Travel Arrangements Passports & Visas Dependents Insurance Vaccinations Medical & Dental Envelope

ANNEX F: Areas of Instruction

Areas of Instruction	Type of Instructor	Preferred Training and Experience
United Nations Organization	Officer	-experience at UN and field HQs & in a variety of peacekeeping operations
History of Peacekeeping	Historian	-academic qualifications, preferably military experience
Management of Peacekeeping Operations	Officer	-managerial experience in various operations
Mounting Operations & Force Structure Planning	Officer	-extensive experience in mission planning & staging operations
Logistics	Officer	-logistician with lecturing ability
Communications	Officer	-expertise in establishing global theatre & unit communications

Annex F continued...

Areas of Instruction	Type of Instructor	Preferred Training and Experience
Techniques of Peacekeeping	Officer	-extensive experience in different types of operations
Training Exercises & Simulations	Co-ordinator	-ability to organize exercises & simulations in co-ordination with researcher(s)
International Relations	Specialist; Academic	-knowledge of world politics & areas of actual or potential conflict
Area Studies	Specialist	-comparative politics expert
Conflict Resolution	Diplomat or senior officer (ret.)	-experienced negotiator & mediator with expertise in conflict management
Basic Language Training	Coordinator	-ability to co-ordinate language training & laboratories

Annex F continued...

Areas of Instruction	Type of Instructor	Preferred Training and Experience
Civilian Functions	Coordinator	-experience as a civilian peacekeeper (i.e., member of RCMP, Elections Canada)
Medicine, First-Aid & Survival Techniques	Medical officer	-teaching ability in areas of tropical medicine, first-aid & survival techniques

ANNEX G: OVERVIEW OF THE SCANDINAVIAN PEACEKEEPING TRAINING PROGRAMME AND TRAINING CENTRES

Four Scandinavian countries provide special training programmes for United Nations service and peacekeeping. Denmark, Sweden, Finland, and Norway have distinct training programmes and training centres with specialized areas of expertise and responsibility.

These training programmes supplement normal conscript, NCO, and officer training. Individuals who volunteer to be part of the Nordic United Nations Stand-By Forces must have already completed their national service which ranges from approximately eight to fifteen months of military training.

The time and scope allocated for additional peacekeeping training varies somewhat among the Nordic countries. For example, training for UN service in Denmark and Finland is approximately six weeks for officers and NCOs and five weeks for other ranks, while in Norway and Sweden basic peacekeeping training is conducted over a three to four-week period.

The aim of these basic peacekeeping training programmes is to provide participants with a comprehensive understanding of UN service as well as the particular requirements and conditions of their assignment. For example, the

general training programme for all ranks consists of:

- information concerning the United Nations and peacekeeping operations;
- knowledge of the climatic and topographical conditions in the mission area as well as political, cultural, and religious considerations;
- information on the responsibilities and tasks of a UN peacekeeper;
- briefings on the conditions under which UN service is performed;
- training for the role assigned in the organization of a Nordic stand-by unit.

The Nordic countries co-operate annually to provide additional training to a select number of officers and NCOs. This co-operation helps to develop the special skills and international teamwork required in UN operations. Sweden hosts a course for staff officers; Norway a course for logistics and movement control (transport); Denmark a course for military police personnel; and Finland a course for military observers. The average length of each course is roughly three weeks. The training is provided by officers and visiting experts. In recent years, these courses have been opened up to participants from other countries.

Each of the four national peacekeeping training programmes is assigned to a training centre. Of the four centres, the Swedish and Finnish UN Training Centres appear to be the most advanced.

The Swedish UN Training Centre (UNTC) is located at Almnas on a military base that is double-tasked to the SVEA Engineer Regiment. The Engineering

Regiment provides the UNTC with many of the necessary resources (i.e., facilities, equipment, and catering).

The UNTC has its own administrative building, separate living quarters for men and women, as well as educational facilities specially adapted to UN activities. In terms of organization, it comprises the director, an operations centre, an administrative department, and a training department. The permanent staff of 12-15 officers is reinforced by guest lecturers and specialists. Supportive functions include a UN depot, a UN cash office, and hospital facilities. The UNTC also has special field training facilities such as observation posts, check points, and field living quarters.

Aside from being the training base for the Swedish UN Stand-By Battalion and the Staff Officers course, the UNTC also hosts training for a Swedish Disaster Relief Unit, a civilian police course, and a training programme for female peacekeepers. Each year, approximately 3,200 individuals are trained at the Swedish UNTC. The range of participants includes senior military officers, young soldiers, civil servants, and foreign military guests. A former commander of the Swedish UNTC acknowledged that this facility is always full and used to its capacity.

The Finnish UN Training Centre is located at Niinisalo on a military base double-tasked to the Satakunta Artillery Regiment. Aside from the normal facilities of a military base which were initially provided by the Artillery

Regiment, special facilities have been developed to meet peacekeeping training requirements. These include a 50-bed officer hotel, an operations centre, special class rooms with audio-visual resources, and a language laboratory. The drilling terrain spans roughly 40 kilometres and provides a useful resource for peacekeeping exercises and simulations.

The commanding officer of the Finnish UN training centre oversees four sections responsible for personnel, mobilization and training, communications, and logistics. This UNTC has a staff of roughly 35 officers and civilian employees. Each year they organize three recruiting rounds which screen approximately 6,000 applicants for UN peacekeeping service. Of these applicants, only 1,000 are selected to undergo the general peacekeeping training programme. Finnish peacekeepers are also provided with rotation training—a policy which ensures that new units are gradually integrated into UN operations after on-site training and service with veteran units.

In addition to providing general and specialist peacekeeping training for their own armed forces, the Finnish UNTC hosts 3 three-week military observer courses annually. Among the non-Nordic countries sending participants to these observer training courses are the United States, Austria, Ireland, Poland, the UK, the USSR, Singapore, Spain, and Switzerland. To date, there has been no charge for foreign participants beyond accommodation, meals, and personal expenses. But as the Finnish UNTC has recently come under

pressure with numerous requests to train foreign participants, they are considering expansion and additional courses. To date, however, the Finns have stipulated that their courses are primarily to serve the requirements of Nordic UN Stand-By Forces. No effort has been made to attract foreign participants or to market this peacekeeping training programme.

The Norwegian Peacekeeping Training Programme is conducted at Gordammun, 50 kilometres north of Oslo. This base is not regarded as a distinct UN training centre but as a military camp that is frequently used for a variety of exercises and training purposes. Norwegian officials acknowledge, however, that they are now considering the development of a permanent UN peacekeeping training centre.

The Norwegian Fourth Regiment is responsible for co-ordinating 2-3 peacekeeping training programmes annually. The average length of the regular training programme is one month. Norwegian officers also undergo six weeks of specific training for peacekeeping. As previously noted, Norway hosts four-week courses on peacekeeping logistics and movement control (transport).

Denmark maintains a peacekeeping training centre for its UN Stand-By Forces at Jagerspriesse. Approximately 1,000 Danish trainees are selected annually for this training programme. Candidates are considered only after undergoing a twelve-month period of preliminary military training.

Another Danish programme which prepares Nordic officers for service as UN military police is held at Aalborg. This course is open to a limited number of foreign participants. Danish officers also receive courses in peacekeeping at their Junior and Senior Staff Officer Colleges. In the near future, the Aalberg facility is expected to host a peacekeeping training programme for civilian police.

While Jagerspriesse has specific facilities for peacekeeping training, both it and Aalborg are also double-tasked to other military activities.

Overall, the Scandinavian peacekeeping training system is widely recognized as the most advanced in the world. This system appears to be both cost-efficient and successful. Their UN Stand-By Forces have been praised for their peacekeeping professionalism.

The Scandinavian training programmes focus on the skills and requirements of UN service. Aside from the general peacekeeping training programme for all ranks, they conduct special officer courses and mission training courses. Within their training centres, there is a consensus that peacekeeping training is clearly distinct from the ordinary military training which a soldier receives. As the emphasis in UN service is on co-operation and the peaceful settlement of disputes, it is understood that professional soldiers require additional training when they make the transition to UN peacekeeper.

The Scandinavian training programmes are characterized by extensive mutual co-operation. Each country has developed a distinct area of specialization and expertise. Whereas there is much to be learned from each of their four training programmes and training centres, it would be inappropriate for Canada to emulate or model a new centre or programme on any one of these four examples.

These four Nordic nations have a combined population that is roughly equivalent to Canada's. With larger professional armed forces and more participants in more peacekeeping operations, Canada is well positioned to develop a training centre of excellence that builds upon the combined strengths of the Scandinavian system.